

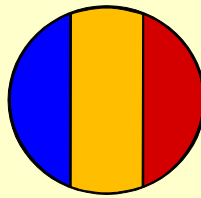
The Objective Force

Foundations of Transformation and The Objective Force Concept

6 February 2001



Purpose



I. Define the Foundations of Army Transformation

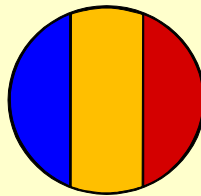
II. Describe the Objective Force Concept

- **Serves as capstone concept for Objective Force**
- **Provides a baseline for further research, investigation, and experimentation**
- **Provides a broad description to defense industry and S&T community of required capabilities and technologies**
- **Informs leaders within US defense establishment,**

Bottom Line: “Operationalizes” the Objective Force to Provide Focus to the Transformation Effort and the Transformation Campaign Plan



Organization of the Paper



Part I. Foundations of Transformation

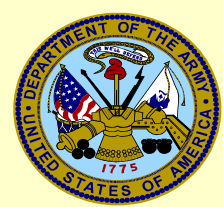
Part II. The Joint Framework

Part III. The Objective Force Concept

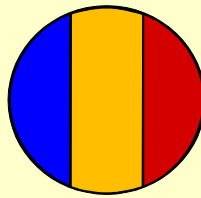
- **Operational Concept**
- **Operational Construct**
- **Organizational Principles**
- **Required Capabilities**

Part IV. The Transformation

Briefing will cover first three parts of the Foundations Paper to present overarching Objective Force Concept



Foundations of Army Transformation

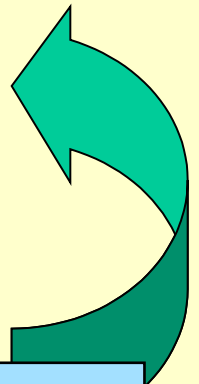


I. Enduring Nature, but Changing Conduct of War

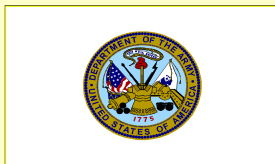
II. Future Operating Environment

III. Rising Significance of Full Spectrum Operations

IV. Diminishing Utility of the Current Force



Army Vision

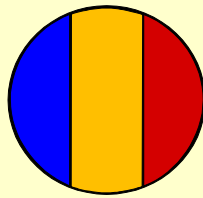


- Soldier as centerpiece of our formation
- Strategic dominance across the entire spectrum of operations
- Army forces in Joint, combined, multinational formations
- Responsive, Deployable, Agile, Versatile, Lethal, Survivable, Sustainable



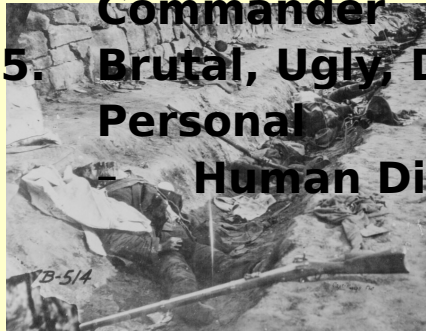
The Foundation of Army Transformation

Nature and Conduct of War



Enduring Nature

1. Political Activity by Other Means
2. Violent Act of Compulsion
3. Uncertainty and Risk are Constraints
4. Multitude of Variables Places Premium on Creativity of Commander
5. Brutal, Ugly, Destructive, Personal Human Dimension

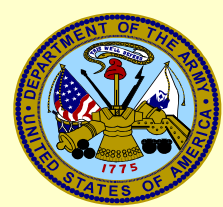


Changing Conduct

1. Technologies and Capabilities Mandate Change
2. Changes in methods—tactics, strategies—as well
3. Expanding Battlespace - Non-linear, expanding reach
4. Information and Information Superiority
5. Increasingly Joint, Multinational and Interagency
6. History is an incomplete guide

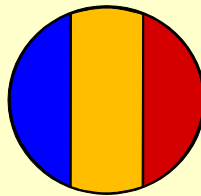
Better is Better

Bottom Line: Objective Force O&O Recognizes the Enduring Nature of Warfare For Changing Conduct of Warfare by New Methods and Acknowledges The Human Dimension Across Both. Seeks To Adapt To Changing Conduct of Warfare Fast Adversaries.



The Foundation of Army Transformation

The Future Operating Environment



Peer/Near-Peer Competitors

Distributed, Simultaneous Operations

Critical Vulnerable Space Links

Non-traditional Coalitions



Homeland Security



Regional Competitors

Non-state Actors



Divergent Military Capabilities



Unblinking World Media

Rapidly Changing Information Technology And Increased Information Demands

Limited Existing Infrastructure



Complex Terrain



Asymmetric Threats



Noncontiguous Battlefield

this Operating Environment highlights:

▪ a wider spectrum of operations, **increased unpredictability** and a more **complex range of operating environments** . . .

. . . and adversaries that:

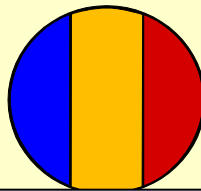
- are **WATCHING, LEARNING and ADAPTING**
- will marginalize the strengths of our air and naval forces and **make force projection difficult**
- can accept - **not losing** - as a strategic goal
- are modernizing in light of late 20th Century lessons
- will change from conventional operations when

Bottom Line: Changing Dynamic Requires New and Flexible Military Capabilities



Reacting to US Intervention

$$M^2 \rightarrow P^2 + A$$



What the Enemy Must Do to Win

- Deny, delay US intervention
- Hold on to initial objectives
- Extend the duration of the opn
- Create US casualties; degrade US will
- Dissolve the coalition
- Preserve key capabilities
- Preserve regime-insuring forces (ground forces + police)
- Avoid US strengths (precision engagement,

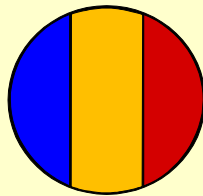
What the US Must Do to Win

- Project joint power effectively and rapidly
- **Destroy/control regime-insuring forces -- his center of gravity**
- Deny sanctuary
- Identify then destroy decisive points and key capabilities
- Seize and hold key terrain and facilities (APODs/SPODs, bases, cities)
- Dominate all dimensions, air-land-sea-space, of the battlespace
- Conduct intra-theater maneuver
- Control, protect population

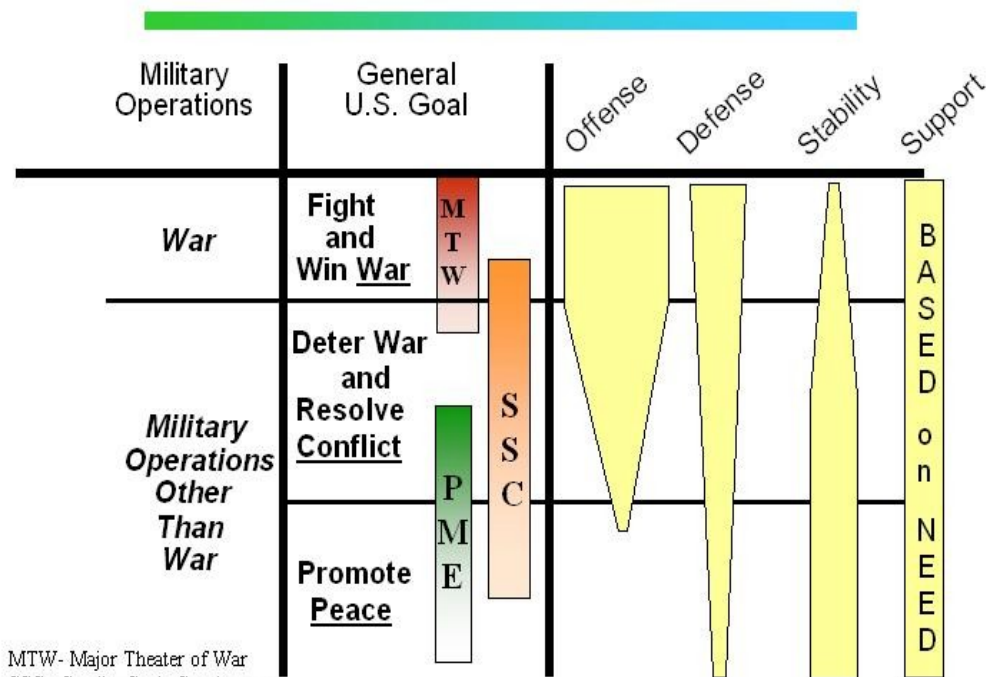


The Foundation of Army Transformation

Rising Significance of Full Spectrum Operations



Range of Army Operations



MTW- Major Theater of War
SSC- Smaller Scale Contingency
PME- Peacetime Military Engagement

- MTW Focus BUT Also Responsive

and Decisive in SSC and PME

- Premium on Quality, Maturity,

Experience, and Intellect of Leaders and Soldiers

- Joint and Army Force Commanders Determine Emphasis

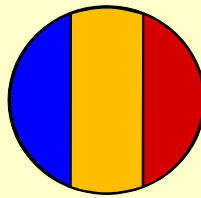
Army Forces Place on Each

Bottom Line: Although Optimized for Success in Major Theater War, Objective Force Must Be Equally Effective in Full Spectrum Operations

Defense,



Foundations of Army Transformation ***Diminishing Utility of the Current Force***



Lessons of Operational Experience

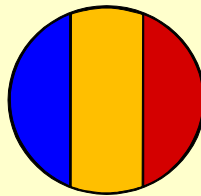
- Need for sharp improvement in strategic responsiveness
- Disadvantages of a “bifurcated” force; general purpose capability sought
- Reduction in theater logistical infrastructure required
- Need to mitigate the effects on readiness and optempo of mission tailoring
- Improvement in capabilities for situational understanding and info superiority
- Lack of a comprehensive capability for operational maneuver

Approaching Obsolescence of the “Big Five” Force

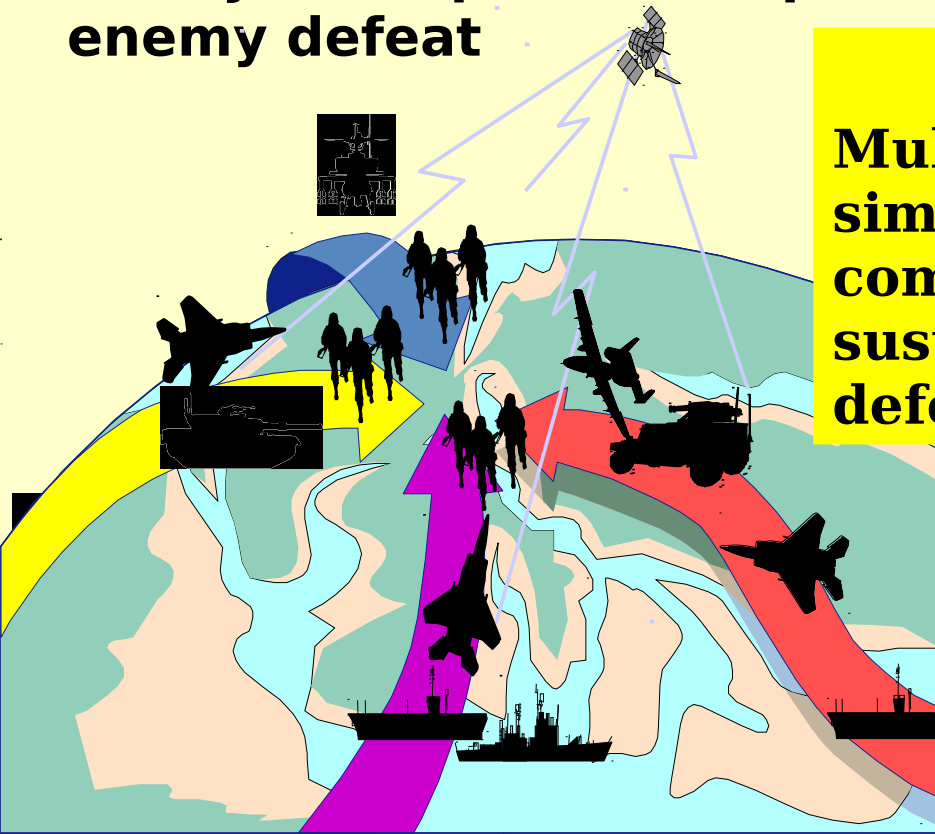
- Triumph of American arms in the Cold War period; now aging fleets
- All major systems already updated through product improvements at least once



Future Joint Campaign



The multidimensional integration of precision fires, maneuver, and assault to destroy the enemy, fracture his ability to respond, collapse defensive integrity - compel enemy defeat



Characteristics:

Multidimensional, synergistic, simultaneity, mutual support, compressed phases, rapid and sustained operations, accelerated defeat

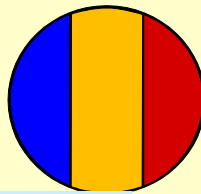
synchronizes employment of interdependent land, air, sea, space, and SOF forces to:

- ***Enter conflict on his terms***
- ***Seize the initiative***
- ***Build momentum***

JV 2020: Precision Engagement, Precision Fires, Dominant Maneuver, Focused Logistics, Full Dimensional Protection Enabled by Info Superiority & Innovation



Future Joint Campaign



If deterrence fails, restore peace through the application of an interdependent joint, multinational, interagency force enabled by information and strategic responsiveness. Mission tailored forces will be employed within three **overlapping, near simultaneously executed** phases, each built around knowledge, speed, precision and power. Achieve **accelerated decision** through **overwhelming tempo**, direct attacks against **decisive points** and **centers of gravity**, combining **dominant maneuver** and **precision fires** in near-simultaneous, **non-contiguous** operations throughout the depth and breadth of the battlespace to shatter the enemy's defensive coherence.

ALTER THE CONDITIONS

Ends: deter, preclude, contain. Alter conditions to accelerate decision
achieve multi-dimensional dominance; destroy enemy precision; retain freedom of
action

CONDUCT DECISIVE OPERATIONS

Ends: accelerated decision, destruction of regime-insuring forces.
Simultaneous, non-linear, high-tempo operations, against DPs and COGs, to
shatter

TRANSITION THE FORCE

Ends: stabilize, sustain, enable conflict resolution
Maintain stable conditions through control of people, terrain,
resources

THEATER CAMPAIGN EXECUTION

Engagement

- Forces, Stocks, C4ISR
- SOF
- Multinational Forces
- Interagency Org
- Forward Deployed/Employed Armed Forces
- (170,000 everyday)

Alter The Conditions

- Interagency Orgs
- Space
- AF Unmanned/Air Superiority
- SOF
- Navy Unmanned/Manned Strike
- C4ISR
- TAMD
- AF / Navy Transport
- Marine Forcible Entry
- Army Forcible / Early Entry Forces

Decisive Ops

- Expanded C4ISR
- AF Manned Strike/ Sustainment
- Theater Log Spt
- Army Forces
- Navy Manned/ Unmanned Strike
- Navy Sustainment
- Multinational Forces
- Interagency Orgs

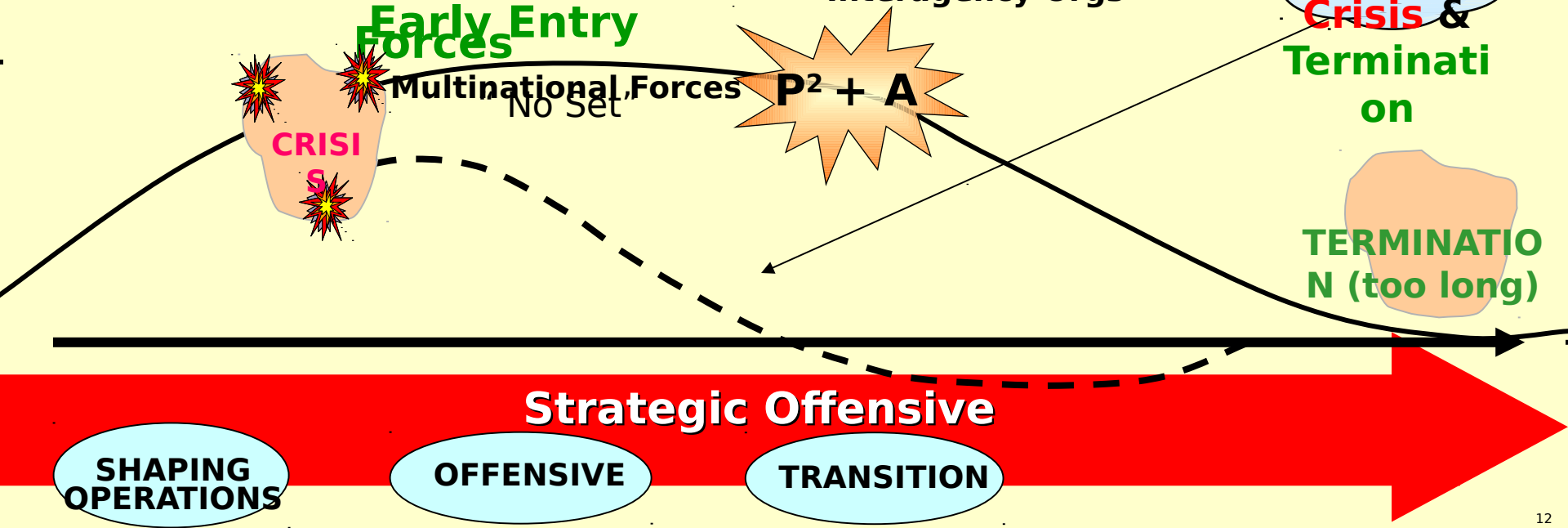
Transition

- Army SASO
- Marine SASO
- Multinational Log
- Multinational Force

Objective
Close the gap between

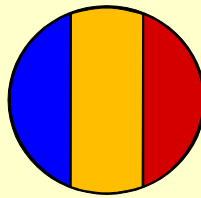
Crisis & Termination

TERMINATION (too long)





Joint Campaign Phases—Main Tasks



Alter Conditions/Shaping Operations

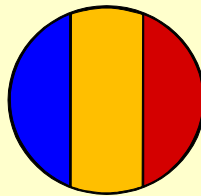
- Overcome the enemy anti-access strategy; Achieve battlespace dominance in all dimensions
- Establish required C4ISR and logistical infrastructure; Conduct uninterrupted flow of combat power into JOA
- Conduct immediate, sustained shaping operations against key enemy capabilities
- Achieve info superiority; establish SU and create COP
- Destroy enemy's capability for effective precision engagement

Decisive Operations

- Integrate near-simultaneous application of joint forces throughout entire JOA
- Overwhelming tempo through a multiplicity of actions against CoGs and DPs
- Multiple tactical actions build quickly to operational disintegration of the enemy
- Shatter coherence through precision strike, maneuver, assault and destruction of regime insuring forces



Objective Force Key Operational Concepts



★ *Derived from joint campaign analysis*

Concept

Major Content

Points

Strategic Responsiveness and Maneuver

- Expeditionary Mind-Set - More than Deploying Factors; Spans Operational Planning Preparation and Execution to Enable Strategic and Operational Maneuver
- Arrive Rapidly -- Ready to Fight. Expands Range of JFC Options
- Reduce Reliance on SPODs and APODs; use of JLOTS, unimproved ports
- Overcome Adversary's Anti-Access Strategy
- Strategic Maneuver Contributes Directly to Regional Deterrence
- Empower JTF Commander to Seize Initiation and Build Momentum

Forcible Entry

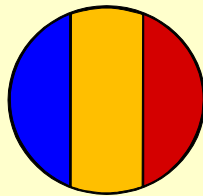
- Conducted at multiple locations by mounted and dismounted forces
- Seamless transition to offensive operations to wrest initiative

Simultaneous Engagement and Distributed Operations

- Decentralized, Non-Contiguous Operations
- Simultaneous Air/Ground Operations for Helicopters and Tactical Aviation
- Integrated, Long-Range Effects. Deny Enemy Opportunities
- FTR Enabled Transit.



Objective Force Key Operational Concepts



Concept

Major Content

Points

Direct Attack of Enemy Decisive Points/ Centers of Gravity

- Exploit and Complement Joint Interdiction
- Apply Fires, Maneuver, and Assault Directly Against Enemy:
 - Decisive Points
 - Centers of Gravity

Continuous Operations and

- Relentless Pressure Without Significant Pause
- Overwhelm Enemy's Ability to Respond

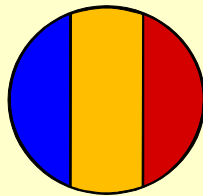
Overwhelming OPTEMPO

Situational Awareness and Information Superiority

- Expand Joint and Army Situational Understanding
- Manned/Unmanned Sensors Provide More Comprehensive, Accurate CROP
- Enable Qualitatively Improved, Faster Decision-Making
- Enable More Effective Force Employment
- Strengthens Survivability



Objective Force Key Operational Concepts



Concept

Major Content

Effective Response to a Multi-Dimensional Adversary

- **Objective Force Specifically Designed and Trained Against Multi-Dimensional Conventional and Unconventional Adversaries**
- **Capability to Integrate Actions That Support Interagency Operations and National Power Elements**

Decisive Tactical Combat: Firepower, Maneuver and Assault

- **Close Combat is Central to Operational Success and Strategic Victory**
- **Exploit Superior Situational Understanding and Integrate Fires, Maneuver, and Assault to Conduct Decisive Combat**
- **Deny Enemy Sanctuary Through a Series of Rapid, Violent Actions**
- **Achieve Near-Simultaneous Tactical Decision in Multiple Locations**

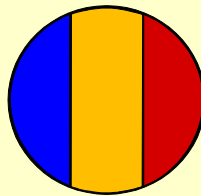
~~Critical to Campaign Success~~

Combat in Urban and Complex Terrain

- **Expected as a Routine Operating Environment**
- **Achieve Accelerated Decision, While Avoiding Collateral Damage and Distinguishing Between Friend, Foe, and Non-Combatant**



Objective Force Operational Construct



Concept

Major Content

Operational Movement and Maneuver

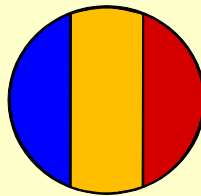
- Joint Enabled Operational and Intra-Theater Movement and Maneuver
- Extend Operational Reach to Exploit Opportunity/ Respond to Uncertainty
- Expose Entire Enemy AO/Forces to Attack
- Separates, Isolates Enemy Echelons - Denies Reinforcement
- ~~Position/Reposition to Dislocate Enemy or Place Enemy at Disadvantage~~

Tactical Maneuver/ Traditional Forms of Maneuver

- Retain All Traditional Forms of Maneuver
 - Envelopment
 - Turning Movement
 - Penetration
 - Infiltration
 - Frontal Attack
- Employ FCS with FTR as Available, For Revolutionary Maneuver
- Integrate with Multi-Dimensional Fires with High-Tempo Maneuver



Objective Force Operational Construct (cont.)



Concept

Major Content

Points

Vertical Envelopment

- Enabled by Detailed Reconnaissance and SEAD
- Tactical and Operational With Mounted and Dismounted Elements
- ~~Survivability Emphasis at Insertion and Extraction Locations~~

Mobile Strike

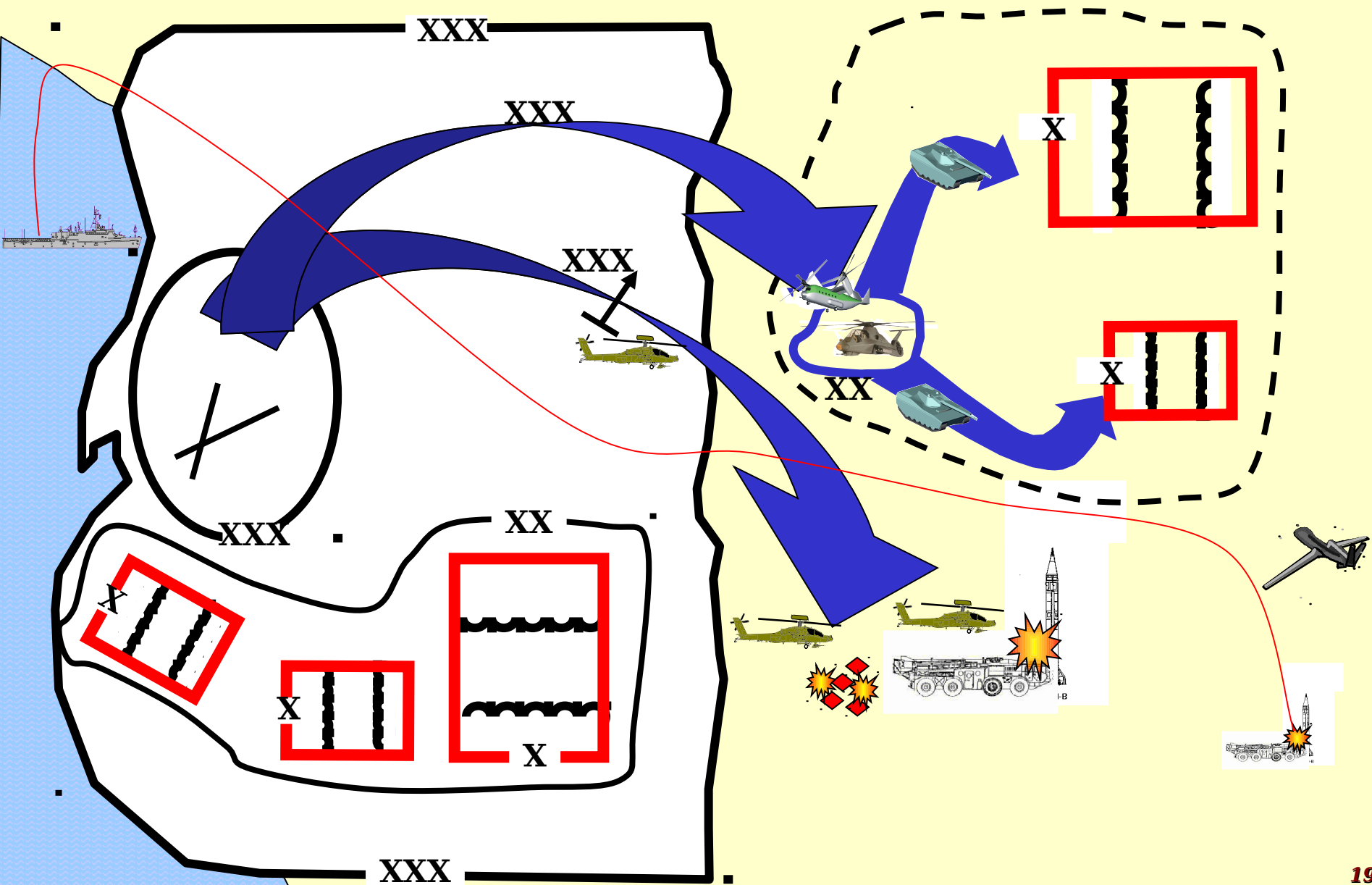
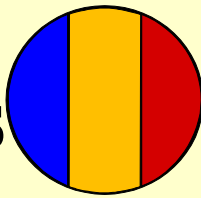
- Advanced Army/Joint Aviation and Fires Isolate and Attack Key Enemy Capabilities
- Massed Effects - Long Range Stand off - Mutual Support
- ~~Manned Rotary Wing and Reconnaissance UAVs Provides~~

Close Combat "Red Zone"

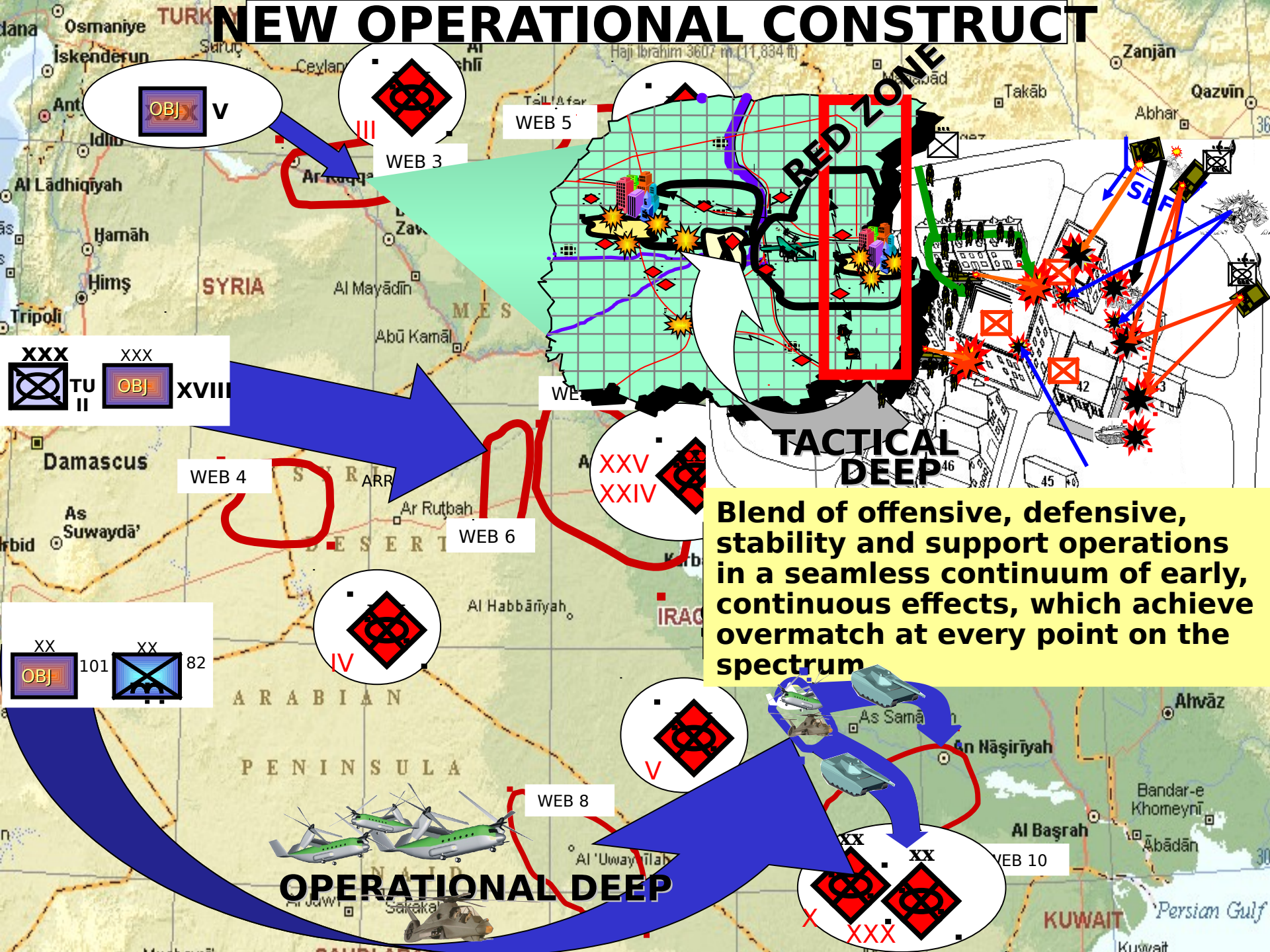
- Direct Long Range Fires and Situational Awareness
- Close Combat Zone: Where Army Forces Execute Decisive Combat Action
- Conditions Developed Out of Contact Minimize Chance Engagements and Surprise



Corps and Division Operations

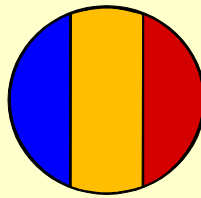


NEW OPERATIONAL CONSTRUCT





Corps and Division Tasks

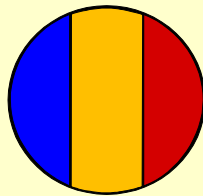


Corps and Division Echelon.....*Unit of Employment*

- Higher tactical to operational-level HQ---standard HQ nucleus, tailorable sub-units
- ARFOR, JFLCC, and JTF-capable
- Integrates and synchronizes Army, joint, and MN forces for full spectrum operations
- Assigns purposes, shapes to set conditions, weights the effort, employs forces
- Conducts operational engagement and operational maneuver
- Synchronizes, integrates, and prioritizes operations across the entire battlespace
- Employs and supports organic sub-units of tactical maneuver and units of action in simultaneous, non-contiguous combined arms operations against decisive points and key capabilities
- Conducts both shaping and decisive operations



Objective Force Key Organizational Concepts Design Parameters

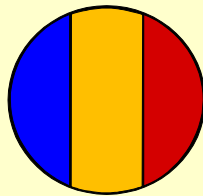


Parameter Major Content

Knowledge-Based	Points <ul style="list-style-type: none">• Exploit Information Technology to Tie Force Together; Reduce Uncertainty; Increase C2; Enable Agility
General Purpose Forces With Special Purpose	<ul style="list-style-type: none">• General Purpose Force Optimized MTW, Possessing Inherent Versatility and Special Purpose Capabilities Enabled by Doctrine and
Capability	Training
Combined Arms at	<ul style="list-style-type: none">• Critical for Transition Across Spectrum of Operations
Lowest Tactical Levels	<ul style="list-style-type: none">• Unit of Action Force Design For Functionality and Capability Currently Resides in Higher Echelons of Today's Parent Units
Commonality	(Battalion/TF)
Modularity	<ul style="list-style-type: none">• Commonality of Systems to Simplify and Reduce Sustainment Requirements, Support Multi-Functionality and Reduce a Myriad of



Objective Force Organizational Concepts



Concept

Major Content

Command and Control

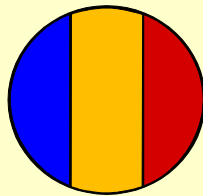
- **C2 Capability For Full Spectrum Dominance; Joint and Combined;**
- **Able to Integrate, Synchronize, Coordinate and Apply the Full Suite of Joint and Army Capabilities with Embedded Multi-Dimensional**

Standing Organizations

- **Capability for Force Tailoring to Mission Needs**
- **Capability for “Reach Operations” at Every Echelon**
- **Trained and Ready Standing Organizations Possessing a Discrete Set of Multifunctional Capabilities Specifically Tailored For Each Contingency, Campaign, or Mission Area**
- **“Units of Action” -maneuver, maneuver support, and maneuver sustainment—are standing organizations**
- **Basic building blocks for larger formations**



Objective Force Organizational Concepts



Concept

Major Content

Points

Force Pooling

- Pool of Standing Organizations - Maneuver, Maneuver Support, and Maneuver Sustainment - Combined Temporarily into Larger Forces

Expansibility and Augmentation

- Active Component Will Function as the Cutting Edge of Contingency Response, Augmented by Reserve Forces in Accordance With

Echelonment

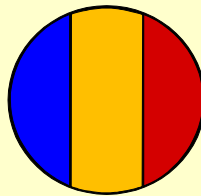
- Necessarily of Size and Quality of the Force
- Enables the Army to Operate Effectively and Efficiently in all

Responsibilities Maximizing Capability and Efficiency of

Bottom Line: Organizational Design Seeks Multi-dimensional Competence Without Multi-dimensional Structure Yielding Greater Effectiveness Than Cumbersome Force Equivalents of Today



Units of Purpose

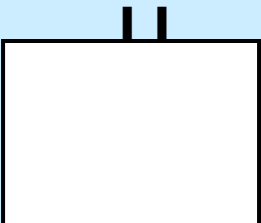


Units of Employment



- Higher tactical and operational-level C2 HQ that integrates and synchronizes Army and joint/MN forces for full spectrum operations
- Conducts shaping and decisive operations
- Sets conditions for success, weights main effort, reinforces, plans and executes transition across mission areas, current to future
- Capable of projecting and supporting subordinate forces to operational distances
- Capable of forming and providing mobile, independent C2 for subordinate task forces

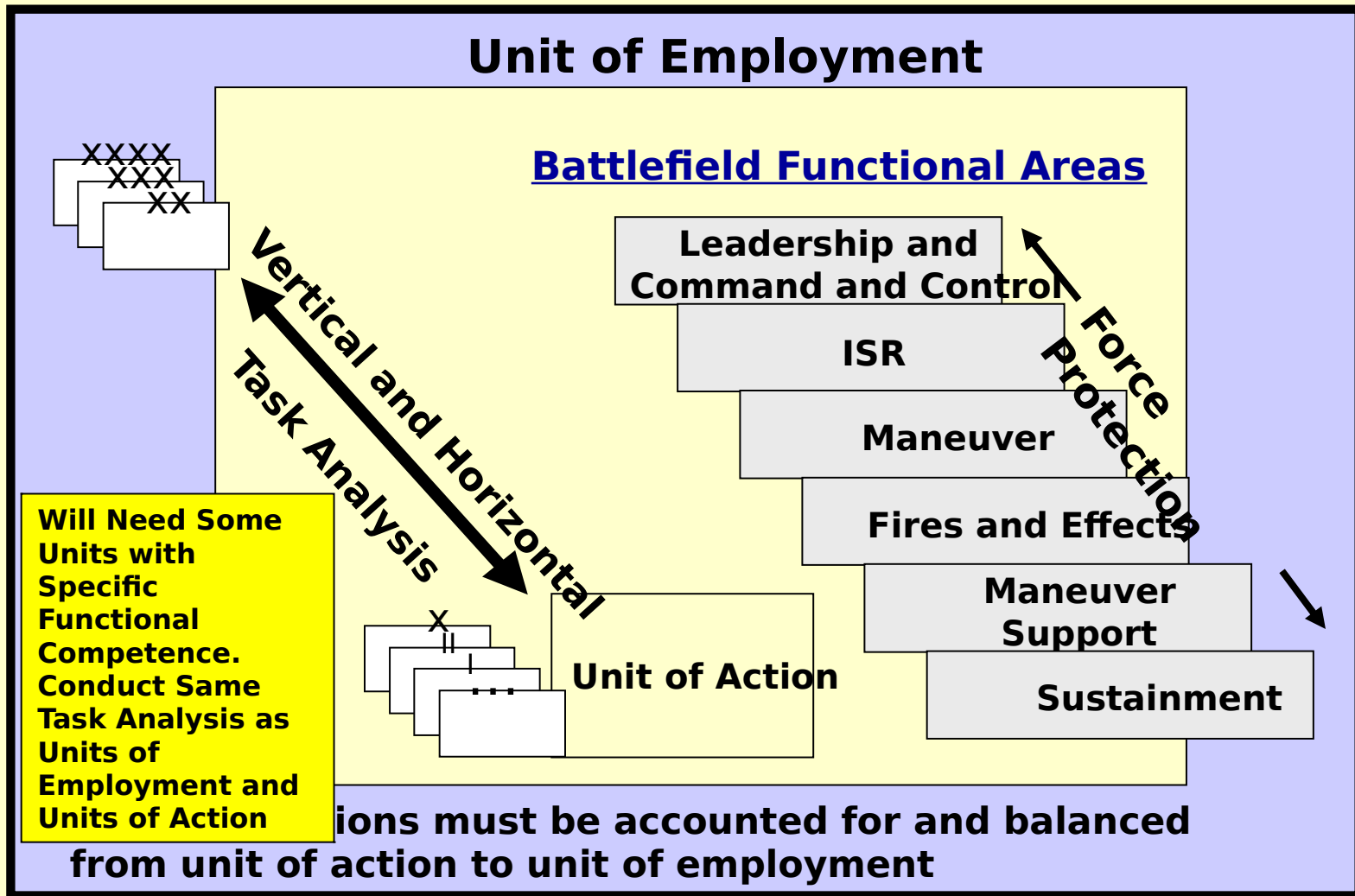
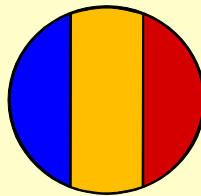
Units of Action



- Standing (fixed) organizations of maneuver, maneuver support and maneuver sustainment functions
- Fighting components of the Objective Force
- Capable of full-range of tasks to seize terrain, destroy enemy forces by fire, maneuver & assault



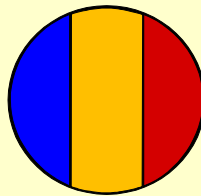
Force Organizational Constructs and Echelons for Objective Force



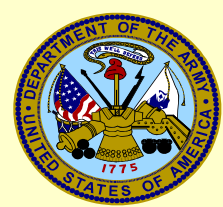
Bottom Line: Echelonment delineated by purpose, function, reach, to see and shape the fight, and to the ability to conduct decisive operations



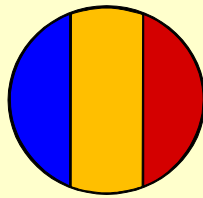
Required Capabilities—Short List



- Improved, integrated **C4ISR linkages**: mobile, secure, survivable, redundant, seamless, largely transparent, capable of high volume of voice, data, imagery, and video across multiple, self-organizing pathways.
- Improved **sensors** to see full range of operational variables: networked, programmable, mobile
- Improved lethal and non-lethal **precision munitions**: maneuverable, terminal control
- Advanced, highly mobile **fires/effects delivery systems**: extended range, precision and volume fires; reconfigurable linkages; automated fire control; low latency
- Achievement of **Revolution in Military Logistics**:
 - **Sharply reduced sustainment demands**, particularly with regard to fuels, power, munitions
 - **Ultra-reliability**, simplified maintainability, prognostics/diagnostics
- Advanced **unmanned air and ground systems** for ISR, C2, and other functions
- **Lighter, more effective armor** with active and passive platform protection systems
- Improvements in **tactical mobility** across all components of the future force



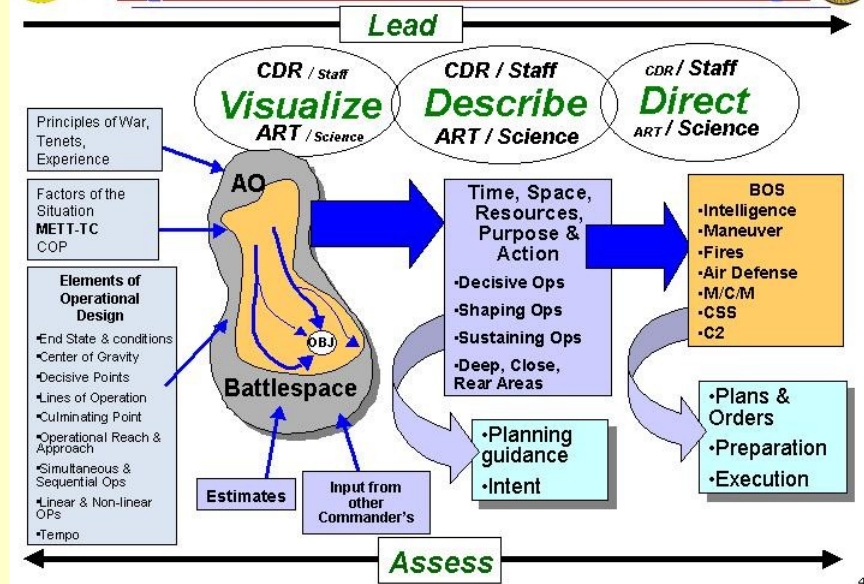
The Human Dimension



Full Spectrum Objective Force Operations place a premium on adaptive and flexible soldiers, leaders, and units. Soldiers remain as the centerpiece of Objective Force Formations

Education and Training in Military

Organizational and Direct Leadership



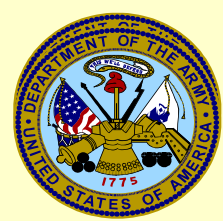
Direct and Organizational Leader Development

- Unit of Action: Leader development focus on direct, first-line leadership skills of and qualities of noncommissioned, warrant, and commissioned officers.

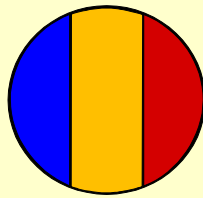
Particular focus on noncommissioned officers because of decentralized small unit actions.

- Unit of Employment: Development of organizational leadership qualities with focus on education and training of officers who plan, prepare and execute operations.

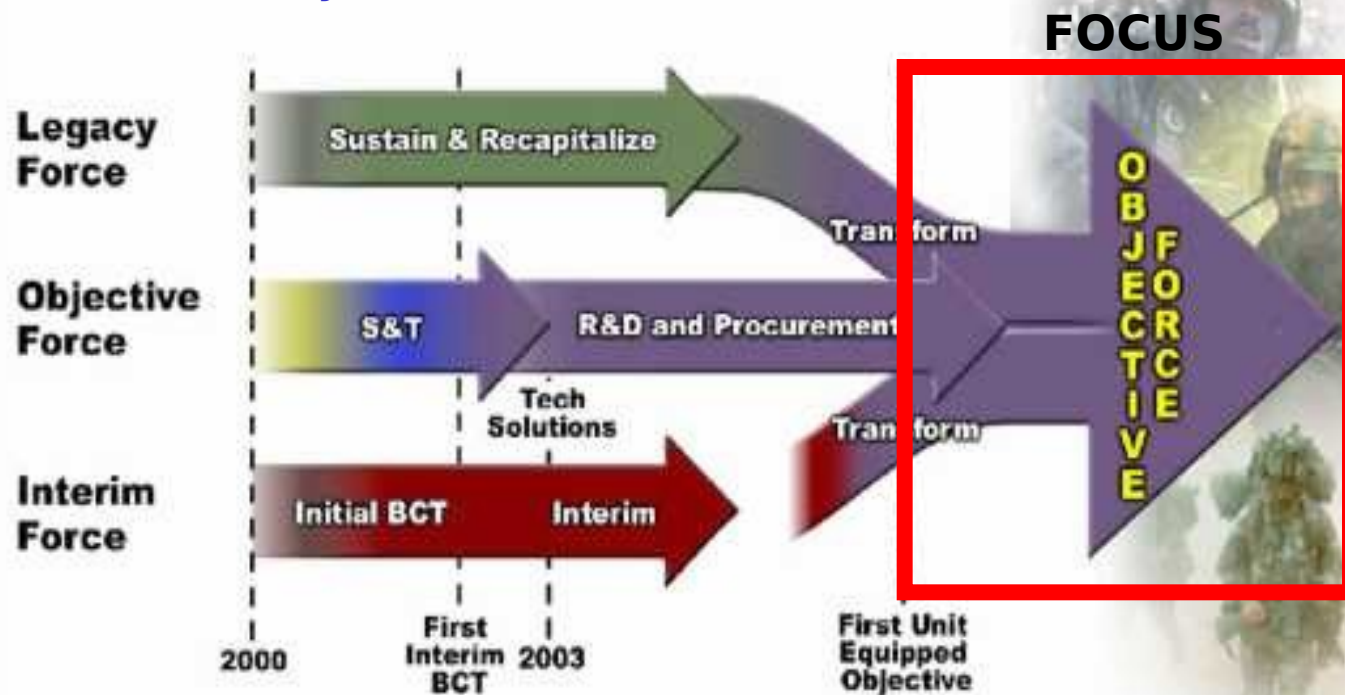
Bottom Line: Centralized Planning and Decentralized Execution of Objective Force Operations Require Professional Soldiers and Leaders in our Standard Based Profession



Conclusion



The Army Transformation



Bottom Line: Guide Refinement of the Transformation Campaign Plan and the Transformation Lines of Operation. Begin working the analysis and integration with results. Last, take our work for collaboration with USAF, USMC, USJFCOM, and the Science and Technology Communities.